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Approved For Release 2005/11/23 : CIA-RDP80B01495R000900010021-2

26 May 1972

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Activities of the Management Advisory Group,  
June 1971 - May 1972

1. This memorandum summarizes the activities of the Management Advisory Group during its third year of existence.

2. There again has been a complete turnover of the MAG membership, in accordance with an amended policy of staggered one-year terms. Meetings have generally been held twice a month, to include both a business session and a dinner session. Our guest speakers have included (in order of appearance) Messrs. [redacted] Tweedy, [redacted] Osborne, Fisher, [redacted] Colby, White, Maury, Proctor, Briggs, and Duckett.

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3. MAG submitted ten papers on Agency problems to the Executive Director-Comptroller this year:

- A. Comments on "Black Employment at CIA" - Commenting upon a paper by a group of junior officers, MAG took the position that the total minority employment effort should be considered, not just Black employment. We opposed any form of quota system and supported the lowering of qualification standards only for highly motivated applicants with clear potential. (Tab A)
- B. Maximizing Program and Manpower Productivity - MAG recommended a long-term approach to alleviate the negative effects of periodic personnel and budget cutbacks. This would include greater emphasis on the establishment of program priorities, elimination of marginal activities, effective employee evaluations, and imaginative career development. MAG also suggested re-location of "plateaued" individuals and inter-office/directorate movement of professionals. (Tab B)
- C. Short-term Measures to Maintain Employee Morale in Periods of Austerity - In response to last fall's Presidential directives and to supplement long-term measures, MAG recommended greater standardization and coordination of personnel policies, additional emphasis

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on effective management-employee communication, fairness in assignments, and expanded use of career-related training and orientation trips. (Tab C)

- D. Management Training - MAG reiterated its belief that basic supervisory training should be provided new supervisors within six months of assignment to an initial supervisory position. (Tab D)
- E. A 3-Day Work Week for Certain Agency Components - MAG proposed a three-day (12 1/2 hour a day) work week for computer operators in view of several unique advantages it should provide to computer center management. (Tab E)
- F. Non-traditional Work Schedules - MAG recommended that top management keep itself informed on the 4-day work week and other alternative work schedule experimentation. It was proposed that an inter-directorate study group investigate the applicability of such schedules to the work of various Agency components. (Tab F)
- G. Development of the Agency's Language Capability - MAG felt that this would be greatly facilitated by unequivocally tying career development to demonstrated language proficiency, as appropriate. (Tab G)
- H. CIA's Domestic Activities - MAG expressed its concern regarding possible repercussions to the Agency if an Agency component is discovered to be systematically collecting or maintaining information on U. S. citizens within the United States. (Tab H)
- I. Optimization of the Agency's Research and Development Work - MAG suggested the need and some methods for improving the interface between developer and user, long-range planning, a change in the project approval procedure, flexibility regarding sole-source contracts, the combination of smaller projects into larger ones, and an R&D career service. Duplication of effort was not considered to be a major problem. (Tab I)
- J. Coordination of CIA Attendance and Activity at International Conferences - MAG recommended that the Agency adopt an official coordination procedure for international conference attendance by its overt employees to avoid conflict with information-gathering and operational activities by Agency sources. (Tab J)

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4. [ ] of 15 March 1971 invited employee suggestions through MAG. Since it was issued, 15 suggestions have been received. We have discussed all of them and informed the originators of our reactions. In some instances we investigated matters with which individuals were concerned. In a few cases we forwarded the suggestions to the Executive Director-Comptroller or other appropriate offices.

5. Other MAG activities were:

- A. Review of the CIA Fact Book.
- B. Consideration of housing problems of newly arrived clerical employees.
- C. Discussion with Mr. Clarke regarding implications of the President's austerity program.
- D. Discussion with Mr. Karamessines regarding the Domestic Activities paper.
- E. Discussion with Mr. Thuermer regarding Agency public and press relations.
- F. Presentation of MAG functions and activities to participants in several OTR courses.

6. We are continually assessing MAG's abilities to meet the purpose of its charter and are continually adjusting our operational approach to meet prevailing points of view. We all consider our MAG experience to be individually rewarding. In time, we hope that MAG will become more widely recognized and that management, including the deputy directors, will call upon it more frequently to serve as an inter-directorate reflective body on policy issues.

MANAGEMENT ADVISORY GROUP

Attachments: A-J as stated in paragraph 3

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